

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

BNB Manufacturing Co Inc

Connecticut State Technology Extension Program

BNB Manufacturing Co. Inc. Achieves Continuous Improvement with Lean

Client Profile:

BNB Manufacturing Co. Inc. began in 1978 as a producer of small machined parts for the aerospace industry. Over the years, BNB has maintained its aerospace focus while integrating CNC machining and expanding its capabilities into the power generation market. The company employs 27 people at its facility in Winsted, Connecticut.

Situation:

As BNB Manufacturing diversified in scope and product line, the company saw the need to adapt to the growing competition in their broadening market. BNB's president and founder, Bernie Nanni, and his management team recognized that increasing efficiency and reducing costs depended on implementing Lean initiatives while upholding a high standard of quality for all products. While several staff members had undergone some training in Lean Manufacturing approaches, a BNB customer introduced the management team to the value of adopting Lean practices on a company-wide level. Nanni reached out to the Connecticut State Technology Extension Program (CONNSTEP), a NIST MEP network affiliate, after learning about their consulting work through his industry networking efforts. Nanni saw two significant needs to be addressed before his company could move forward in creating and sustaining a culture of continuous improvement. The first initiative, focused on management, would require developing a strategic business plan that included clarifying staff roles, assigning individual and collective responsibilities and establishing a timeline of short and long term goals. After gaining the skills necessary to help the management team become more effective, Nanni knew that a drive towards a Lean Enterprise must follow as a company-wide effort, requiring active participation and commitment from all members of his team.

Solution:

CONNSTEP's Director of Growth Services, Jack Crain, initially worked with BNB to launch an assessment of key processes and personnel to analyze current activities and opportunities for future growth. For three months prior to starting their company-wide Lean initiatives, Crain met with the leadership team to discuss management interests, current capabilities within the organization, and how to hone existing skills to meet the organizational requirements for company growth. With additional assistance from CONNSTEP's service provider, Carmen Brickner, the management group learned how to best transition with personnel. Additional discussions included assessing where management members were interested in progressing over a five year time period, learning why they were committed to their positions, and determining training needs to best fulfill expectations. BNB management also addressed marketing needs and worked to clarify the company's mission statement. Through working with Crain and Brickner, the management team began developing more creative ways to initiate a series of small changes in order to produce long term major impact. Following the organizational assessment, BNB Manufacturing launched a companywide Lean initiative to engage all employees in the process of creating positive change. Of particular focus was the need to maintain

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BNB's high standard for products while cutting costs and improving process flow. Roy Laun, a member of CONNSTEP's Lean Delivery Team, worked with BNB to establish individual and collective responsibilities to promote ongoing continuous improvement. Laun visited the facility frequently to train the staff and guide them through various Lean projects. These included setup reduction, techniques to improve process flow, developing a Value Stream Map (VSM) of the company's engineering process, Kaizen events, cellular flow implementation, and 5S (sort, set in order, shine, standardize, sustain) organization events. As a result of CONNSTEP's training and team-building efforts, the BNB staff gained the skills needed to continue to form project teams within the company, collaborating on Lean initiatives and proactively engaging others in innovative ways to increase efficiency. BNB Manufacturing also formed a Workforce Development Team, which was tasked with developing the programs needed to provide consistent and high-quality training to new and current employees to insure a skilled workforce. As a result of CONNSTEP's assistance, the company's leadership and staff were able to move forward with a clearer vision of business goals and strategies for continuous improvement.

Results:

Anticipated Impact:

- * Sales increase of \$1.2 million.
- * Retain 41 jobs.
- * Investment of \$795,000 in plant equipment, information systems, and workforce development.

Testimonial:

"Through our work and training with CONNSTEP, BNB management and staff acquired the tools and techniques for continuous improvement and received valuable instruction on how to use these tools. We saw the benefits of thinking outside the box and the importance of being proactive, rather than reactive in our Lean transformation. The skills that we developed were effective from the management level down to the shop floor."

Kristine Roscello, Lean Project Coordinator